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ORGANIZATION MANUAL

Functions and organization of the

SECRETARIAT OF THE ECONOMIC COMMISSION FOR LATIN AMERICA AND THE CARIBBEAN

SECRETARY-GENERAL'S BULLETIN

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SECRETARY-GENERAL'S BULLETIN

To: Members of the staff

Subject: ECONOMIC COMMISSION FOR LATIN AMERICA AND THE CARIBBEAN

1. The present bulletin describes the current functions and organization of the secretariat of the Economic Commission for Latin America and the Caribbean.

2. Documents ST/SGB/Organization, section K (III) of March 1976, and ST/SGB/208 of 13 December 1984, are hereby superseded.

Boutros BOUTROS-GHALI
Secretary-General

SECRETARIAT OF THE ECONOMIC COMMISSION FOR LATIN AMERICA
AND THE CARIBBEAN

An overview

The Economic Commission for Latin America (ECLA), was established by the Economic and Social Council's resolution 106 (VI) of 25 February 1948, and began operations the same year. In 1984 the Commission was redesignated as the Economic Commission for Latin America and the Caribbean by the Council in its resolution 1984/67 of 27 July 1984.

The subregional offices of ECLAC in Mexico and in the Caribbean were established by ECLA in June 1951 and December 1966, respectively.

Mandate

The broad functions of the secretariat of ECLAC are as follows:

To provide substantive secretariat services and documentation for the Commission and its subsidiary bodies;

To undertake studies, research and other supporting activities within the terms of reference of the Commission;

To promote economic and social development through regional and subregional cooperation and integration;

To gather, organize, interpret and disseminate information and data related to economic and social development of the region;

To provide advisory services to Governments at their request and to plan, organize and execute programmes of technical cooperation;

To formulate and promote development assistance activities and projects commensurate with the needs and priorities of the region and to act as an executing agency for such projects;

To organize conferences and intergovernmental and expert group meetings and sponsor training workshops, symposia and seminars;

To assist in bringing the regional perspective to global problems and forums, and to introduce global concerns at the regional and subregional levels;

To coordinate ECLAC activities with those of the major departments/offices of the United Nations at Headquarters, specialized agencies and intergovernmental organizations, with a view to avoiding duplication and ensuring complementarity and an exchange of information.

Organizational elements and their functions

EXECUTIVE SECRETARY

Performs the functions of a head of department/office, as described in the introductory section of the Manual. In addition:

Assists, advises and keeps the Secretary-General informed on matters concerning the Commission and carries out any special task that may be assigned by him.

Provides substantive information and discusses issues and concerns of the Commission with representatives of Member States, members of the legislative organs, other departments/offices of the United Nations Secretariat, specialized agencies, intergovernmental and non-governmental organizations, individuals active in relevant fields and the press, as required;

Supervises the work of the subregional and national offices of ECLAC.

A. Office of the Executive Secretary

Performs the functions of a staff office as described in the introductory section of the Manual.

B. Deputy Executive Secretary

Performs the functions of a deputy, as described in the introductory section of the Manual. In addition:

Advises and assists the Executive Secretary on all substantive and administrative matters related to the planning, implementation and follow-up of the regular, technical cooperation and extrabudgetary programmes and activities;

Provides overall coordination and liaison between substantive organizational units in ECLAC and those of the United Nations system, as well as with other intergovernmental and non-governmental organizations.

B.1. Secretary of the Commission

Provides advice on legal and protocol matters in relation to the work of the Commission;

Maintains close contact with member States, intergovernmental and non-governmental organizations, the host Government and other United Nations offices located in Chile, and provides information on the deliberations and decisions of the Commission, as required;

Assists the Chairman of the Commission in conducting meetings;

Keeps the Executive Secretary informed of the deliberations and decisions of the Commission and assists him in maintaining contact with the parties concerned;

Ensures the provision of Secretariat services to the Commission and organizes conferences, meetings and seminars in cooperation with other concerned Secretariat units;

Plans, initiates and ensures the provision of services for meetings, conferences and seminars organized by ECLAC;

Coordinates, with the Office of Conference and Support Services at Headquarters, the joint servicing of regional preparatory meetings in Latin America and the Caribbean when such an arrangement is considered to be the most efficient and cost-effective.

B.2. Women and Development Unit

Promotes cross-sectoral policies and strategies intended to further the integration of women in development;

Maintains liaison with all agencies and organizations within and outside the United Nations, prepares regional studies and organizes training courses;

Formulates policies and strategies aimed at promoting "women in development" issues into the work programme of ECLAC;

Organizes and provides substantive services to intergovernmental meetings and renders advisory services to Governments on the integration of the women-into-development process.

B.3. Programme Planning and Management Division

Provides advice and assistance to the programme managers in the formulation and preparation of their respective programme activities;

Identifies areas of potential duplication and overlap, as well as opportunities for joint activity among various programmes;

Assists in the development of an integrated programme of work and priorities and in the assignment of the corresponding resources;

Ensures the implementation and monitoring of the guidelines established by the General Assembly on accountability and responsibility, including the institutional development of ECLAC;

Coordinates ECLAC's technical cooperation programmes and assists in relevant fund-raising activities.

B.3.1. Programme Planning and Evaluation Unit

Provides assistance in the formulation and preparation of the medium-term plans and programme budgets of various organizational units in ECLAC;

Monitors the progress in the implementation of work programmes and evaluates their results and impacts;

Determines, in cooperation with the Division of Administration, the programme and financial implications of the draft resolutions of the Commission and its subsidiary bodies and assists in the planning of human resources within ECLAC;

Establishes procedures for the systematic monitoring and evaluation of progress made in the implementation of work programmes; obtains progress reports from organizational units and assists the Deputy Executive Secretary in reviewing the reports and in formulating pertinent recommendations.

B.3.2. Project Management and Resource Mobilization Unit

Prepares and updates profiles of individual bilateral and multilateral funding agencies, determines their requirements and formulates project proposals based on the profiles;

Formulates, in collaboration with the substantive divisions, projects related to research, training and regional and subregional technical cooperation and ensures necessary follow-up activities;

Promotes support for the activities of ECLAC through appropriate advocacy and provision of information, highlighting the Organization's contributions to regional and subregional development plans and policies;

Maintains contacts with donors and executing agencies during project execution;

Coordinates the assistance provided by ECLAC to executing agencies and Governments, at their request, and assists in the preparation of background material required for the formulation of programmes and projects.

B.4. Information Services Unit

Carries out public information activities such as press, publications, radio, television, films, photography and exhibitions;

Provides public relations and reference activities for visitors and journalists in ECLAC;

Disseminates information concerning the work of ECLAC and the United Nations within the region;

Ensures provision of appropriate and timely reports to the Department of Public Information on relevant activities of ECLAC.

C. Subregional and national offices

C.1. Subregional office in Mexico

Formulates proposals, in close cooperation with the Central American Common Market institutions and the respective national Governments, for the economic integration of the Central American countries;

Provides secretariat services to the Central American Economic Cooperation Committee, its subcommittees and working groups;

Conducts research on economic development, agriculture, industry, natural resources, energy, transport and statistics of the countries of the subregion and formulates proposals and recommendations related to such studies;

Prepares country notes on the subregion for their inclusion in the annual Economic Survey and contributes to studies and reports prepared by ECLAC;

Acts as the lead agency in Mexico City for establishing operational rates of exchange, local salaries, post-adjustment, stipend rates, the daily subsistence allowance and conditions of work and service for ECLAC staff.

C.2. Subregional office for the Caribbean

Renders technical cooperation to the countries and subregional institutions in relation to economic integration and cooperation;

Provides secretariat services to the Caribbean Development and Cooperation Committee (CDCC);

Conducts research on economic development, agriculture, industry, natural resources, energy, transport and statistics of the countries of the subregion and formulates proposals and recommendations related to such studies;

Prepares country notes on the subregion for their inclusion in the annual Economic Survey and contributes to studies and reports prepared by ECLAC.

C.3. National offices

The national offices are mainly responsible for the preparation of various economic and social development studies on their respective countries, and for the provision of input to studies undertaken by ECLAC. The national offices represent ECLAC at meetings and seminars and keep the Executive Secretary informed of the latest developments. In addition, the national offices in Washington and Montevideo undertake liaison work with various interregional and international organizations.

1. ECONOMIC DEVELOPMENT DIVISION

The Division is responsible for monitoring macroeconomic trends and policies, and preparing the relevant publications concerning the region. It conducts research and analytical studies on economic policies and development strategies in the region and provides, upon request, technical advisory services to member States by organizing seminars and expert group meetings, and by publishing various macroeconomic-related reports and studies.

The Division consists of two units, namely, the Macroeconomic Policy Unit and the Development Studies Unit.

1.1. Macroeconomic Policy Unit

Collects information on economic policies and outcomes in all countries of the region;

Maintains an economic database, and in collaboration with ECLAC's Statistics and Economic Projections Division, ensures methodological standardization in statistical analysis;

Conducts impact-analyses of the member States' policies on growth, inflation, employment and balance of payments;

Engages in special research projects on topics related to macroeconomic trends, as appropriate;

Publishes annual reports and analyses for distribution to member Governments, research institutions and universities.

1.2. Development Studies Unit

Conducts research on economic development strategies of member States, including studies on savings, investment, productivity, employment, export promotion, capital flows, fiscal policy, fiscal decentralization, social expenditure and income distribution patterns in the region;

Undertakes comparative economic policy and performance studies of the countries of the region;

Prepares analytical working papers and other publications;

Organizes seminars, workshops and conferences to disseminate information on macroeconomic issues to national and local governments, universities, non-governmental organizations and the private sector;

Provides, upon request, technical assistance in the design and execution of economic policies.

2. SOCIAL DEVELOPMENT DIVISION

Assists the Governments of the region in formulating strategies, policies and new approaches for achieving the participation of the different social groups in the process of development;

Analyses the effects of social changes and of government policies in the region and makes recommendations on alternative styles of development;

Provides technical assistance to member States in establishing the institutional mechanisms to ensure full participation of the most vulnerable social groups in the process of development;

Addresses social development issues and assists member States in the design, strengthening, implementation and evaluation of appropriate social policies, programmes and strategies;

Reviews the labour market structures and trends, the income distribution pattern and the state of social services and suggests ideas and policies to improve the situation;

Acts as the focal point for the regional preparatory activities on various international years related to youth, the disabled person, the aged and family welfare;

Undertakes studies and provides guidelines, information and assistance for the reform and improvement of human resources development programmes and conducts training.

3. INDUSTRY, AGRICULTURE AND TECHNOLOGICAL MODERNIZATION DIVISION

The division is responsible for provision of support to the countries of the region in directing their economic and social policies towards a better balance between rural and urban areas and in pursuing progress in infrastructure, industries and commerce. It also provides technical assistance and support to national initiatives in using modern technology to enhance local industrial production and in the design of policies aimed at strengthening the international competitiveness of domestically produced goods and services.

The Division consists of three units, namely, the Joint ECLAC/UNIDO Industrial and Technological Development Unit, the Agricultural Development Unit and the Joint ECLAC/UNCTAD Transnational Corporations Unit.

3.1. Joint ECLAC/UNIDO Industrial and Technological Development Unit

Assists the Governments of the region in the development of national institutions and in the adoption of measures aimed at enhancing the international competitiveness of locally produced industrial products;

Carries out studies to promote industrial growth, and the adaptation of industrial development strategies to available resources;

Undertakes sectoral studies at the international level, in collaboration with the United Nations Industrial Development Organization (UNIDO), aimed at identifying opportunities for international specialization for the entrepreneurial sector in Latin America;

Assists the Governments and intergovernmental organizations in formulating industrial strategies and policies to stimulate growth in the manufacturing sector;

Supports national efforts to design scientific and technological development policies and innovations and to introduce scientific-technological variables into socio-economic planning;

Promotes the various modalities of collaboration and coordination between Governments and the industrial sectors.

3.2. Agricultural Development Unit

Assists national efforts to adopt measures and actions to improve food supply and promote agricultural and rural development;

Prepares studies on the economic and social aspects of agricultural development;

Contributes to the formulation and application of agricultural and rural development policies, programmes and projects;

Maintains close contacts with the secretariats of the subregional and regional cooperation entities on matters of mutual concern involving food and agriculture.

3.3. Joint ECLAC/UNCTAD Transnational Corporations Unit

Compiles, evaluates and disseminates information on various aspects of transnational corporations operating in the region;

Prepares studies on the economic, social and institutional impacts of transnational corporations in the region;

Organizes training workshops with a view to strengthening the national capacities of the countries of the region in dealing with transnational corporations;

Assists in studies related to transnational corporations and in the provision of advisory services to governments of the region.

4. ENVIRONMENT AND DEVELOPMENT DIVISION

The Division provides support to the efforts of governments in achieving the environmental objectives set out in development plans and programmes. It assists the governments of the region in implementing the development strategy for mining resources, and formulating policies and strategies for the full and integral development and use of water and marine resources. It also assists the local governments of the region in the operation, management and development of housing and construction sectors. In undertaking these responsibilities, the Division provides technical advisory services and training programmes concerning environmental and natural resource activities of the member States.

The Division consists of three units, namely, the Environment Unit, the Joint ECLAC/UNCHS Human Settlements Unit and the Natural Resources and Energy Unit.

4.1. Environment Unit

Contributes to the establishment and strengthening of the legislative instruments and institutional mechanisms for the protection of the environment at the national level;

Assists in organizing training programmes aimed at strengthening States' capacities to implement environmental policies and programmes;

Establishes close cooperation with other organizational units at ECLAC and ensures the inclusion of environmental dimensions into their work programmes;

Conducts studies on the various aspects of development and environment, and promotes horizontal cooperation among countries of the region and solicits incorporation of environmental concerns into development planning of the member States;

Pursues follow-up activities to Agenda 21 at the regional level.

4.2. Joint ECLAC/UNCHS Human Settlements Unit

Carries out studies to identify the economic, social, political and geographical factors that significantly influence the human settlement development process;

Promote and undertakes research, training, dissemination of information and technical assistance activities with the purpose of contributing to national efforts in the planning and management of the human settlement process and its related systems;

Disseminates know-how and the application of technologies and norms that are suited to the realities of the region for the supply, improvement and maintenance of housing, infrastructure and services, particularly in precarious settlements.

4.3. Natural Resources and Energy Unit

Carries out studies to support national efforts in formulating and implementing energy policies consistent with overall economic and social development objectives;

Provides support to Governments of the region in formulating policies and strategies for the full and integral development and use of water resources;

Carries out studies to improve capacity for exploitation, development and protection of marine resources;

Promotes coordination and cooperation in relation to water, marine and energy resources among the specialized agencies of the United Nations system and other international agencies working in the region;

Reviews the mineral resources development policies in the region with a view to assisting the Governments in implementing the new development strategy for mining resources and to promote systems to facilitate the intraregional trade of mining products and machinery for this sector;

Provides technical advisory services in improving the efficiency of the use of these resources, the infrastructures of the countries of the region and their management systems.

5. STATISTICS AND ECONOMIC PROJECTIONS DIVISION

The Division is responsible for the promotion of statistical development and the maintenance and expansion of data banks of methodologically compatible economic and social information from the region. It monitors and prepares prospective studies of the development process of Latin American and Caribbean countries and executes regional cooperation activities, in both the fields of statistics and economic projections. In cooperation with other substantive units in ECLAC, the Division also prepares analytical studies on the economic and social situation of the region. In addition, the Division:

Promotes the improvement and harmonization of regional national accounting and statistics through the adoption of international statistical classifications and the acceptance of the recommendations of the United Nations Statistical Commission;

Examines and revises periodically the systems for analysing and evaluating development trends in the region;

Prepares economic and social projections necessary to analyse the medium- and long-term policy options of the region, subregions or countries;

Prepares mathematical models covering a wide range of variables and parameters for comparing national development styles;

Collects, analyses and presents statistical information; maintains various specialized databases; carries out quantitative analysis on different aspects of regional development and prepares studies on methods and guidelines for the production and use of statistics;

Prepares a statistical yearbook and subject-specific statistical papers;

Promotes the transfer of appropriate technologies that are most consistent with the technical and financial capacities of the countries;

Provides advisory assistance to member States at their request in the formulation of national policies, plans, programmes and projections.

6. INTEGRATED INFORMATION MANAGEMENT SECTION

Promotes international norms and standards for the preparation of economic and social documents and provides library services to the organizational units of ECLAC.

6.1. Latin American Centre for Economic and Social Documentation (CLADES) 1/

Promotes concerted action among national institutions and regional organizations to ensure both the efficient utilization of communications technology in the region, as well as information exchanges concerning the management information system;

Promotes the use of internationally compatible norms, standards and procedures in preparation of national data, and assists the Governments of the region in the most efficient use of these standard terminologies;

Provides technical assistance to national information institutions and collaborates with member States in the establishment or strengthening of national or regional information infrastructures, through organizing information-management training;

Acts as a clearing-house in the introduction of new communications technology among member States.

6.2. Library

Provides library services to the ECLAC organizational units, the general public and educational institutions;

Disseminates information on the Library holdings to users;

Provides cataloguing and indexing to all documents and publications of ECLAC, including those of CLADES and the Latin American Demographic Centre (CELADE);

Prepares various indexes for yearly publications including CEPALINDEX, Siglas latinoamericanas, yearbooks and other holdings of the Library;

Acts as the coordinator of the United Nations depository libraries in Santiago.

7. INTERNATIONAL TRADE, DEVELOPMENT FINANCING AND TRANSPORT DIVISION

The Division supports member States in designing policies and measures for both the efficient and equitable allocation of resources and the expansion of their trade flows, by allowing greater access to foreign markets. The Division also provides assistance in strengthening capital formation through sustainable foreign-capital inflows for the enhancement of infrastructure and transport systems in the region.

The Division comprises three units, namely, the International Trade Unit, the Transport Unit and the Development Financing Unit.

7.1. International Trade Unit

Analyses changes affecting international trade relations and their impact on Latin American and Caribbean countries and formulates appropriate alternative policies;

Provides member States with analytical information and policy recommendations on trade, financial relations and other components, in order to improve the region's linkages with the global economy;

Undertakes analytical studies on the greater geographical diversification in trade relations, as well as on the promotion of exports;

Provides technical assistance in reviewing the main policies and practices of international trade negotiations, and the role of services in the development process;

Assesses the process of economic integration at the regional and subregional levels and assists its acceleration.

7.2. Transport Unit

Prepares studies on structural changes and recommends improvement in transport services at the national, subregional and regional level;

Provides technical assistance in achieving overall efficiency of transport infrastructure and services and in identifying areas that might form the basis for regional and interregional technical cooperation programmes;

Provides information and assists the United Nations Development Programme (UNDP), the World Bank and other United Nations agencies in the region.

7.3. Development Financing Unit

Conducts analytical studies and provides assistance to member States on policies and measures aimed at strengthening capital formation in the region;

Undertakes studies on the level of national savings, development of stable and transparent domestic financial resources, monetary systems, foreign capital flows and the financial aspects of social policies;

Provides advisory assistance to countries of the region with respect to financial integration and their institutional developments, in order to facilitate allocation of available investment resources.

8. LATIN AMERICAN DEMOGRAPHIC CENTRE (CELADE): POPULATION DIVISION

This organizational unit is responsible for the execution of the regional programme on population within the ECLAC system by providing support to member States on population issues and the integration of those issues into development policies, applied research, technical cooperation and training. Additionally, it acts as technical secretariat of the Latin American and Caribbean Regional Plan of Action on Population and Development, established as a result of the implementation of the Programme of Action of the International Conference on Population and Development. In addition, the Division:

Provides assistance to member States in compiling up-to-date information on population dynamics, their causes and consequences, and in analysing specific subpopulations for policy-making purposes;

Assists the countries of the region in incorporating population variables into public policies, in evaluating the impacts of alternative demographic trends on specific public programmes, and in utilizing population/development models for planning purposes;

Prepares reports on the demographic situation and prospects of the region;

Promotes the use of appropriate methodologies to improve the quality and utilization of available information;

Furnishes assistance to the countries in the utilization of population variables in areas of special interest as regards development, including subnational and local planning, health issues, the status of women, the social and economic situation of the aged, family-planning programmes and environmental impact analyses;

Assists the countries of the region to increase their national institutions' capabilities for organizing, retrieving and utilizing population information within a multidisciplinary context, to expedite the flow of information on population matters and to facilitate access to the relevant technology;

Provides training for national personnel in the conduct of population studies and in the incorporation of demographic factors into development programmes and policies, by means of short-term and long-term training on population-related studies, and also promotes national training activities;

Disseminates scientific and technical literature on population trends through the publication of specialized material, periodicals, books and monographs.

9. LATIN AMERICAN AND CARIBBEAN INSTITUTE FOR ECONOMIC AND SOCIAL PLANNING (ILPES): PUBLIC SECTOR MANAGEMENT DIVISION

This organizational unit is responsible for provision of support to the Governments of the region in the field of public-policy planning and coordination, through provision of training, advisory services and research. In addition, it:

Provides technical cooperation and supports activities of governmental institutions in those areas of economic policy and planning in which direct or indirect collaboration is appropriate;

Undertakes research and studies and organizes and sponsors courses and seminars on current topics and problems related to economic policy and planning (e.g., public-sector planning, design of regional development policies, pre-investment and project formulation and evaluation);

Acts as technical secretariat for meetings of regional agencies and ministries concerned with national planning and economic coordination and promotes horizontal cooperation in the field of planning.

10. DOCUMENTS AND PUBLICATIONS SECTION

Establishes and updates guidelines for the preparation of documents and publications by the ECLAC organizational units, taking into account United Nations practices;

Provides services and documentation to meetings of ECLAC;

Provides editorial, translation services, word-processing, printing and distribution of documents to ECLAC offices and centres;

Organizes and coordinates the provision of services for meetings held away from ECLAC headquarters;

Plans and prepares the publications programme of the Commission for its submission to the United Nations Publications Board;

Implements the approved publications programme of the Commission, provides sales publications to the United Nations Sales Section and participates in co-publishing arrangements;

Acts as technical secretariat of the ECLAC Publications Committee;

Keeps abreast of technological innovations in the field, improves methods and equipment and upgrades specialized knowledge of the staff of ECLAC through training in new technologies;

Establishes the guidelines for the selection and publication of articles.

11. DIVISION OF ADMINISTRATION

The Division provides administrative direction and all appropriate support services to the various components and staff of ECLAC within the framework of the system-wide administrative instructions and guidelines set by the Organization.

The Division of Administration is comprised of five organizational entities, namely, the Financial Services Section, the Personnel Section, the General Services Section, the Computing Services Unit and the Security and Safety Unit.

In performance of its responsibilities, the Division:

Acts as lead agency in Santiago for establishing operational rates of exchange, local salaries, surveys related to the granting of post-adjustment funds, stipend rates, the daily subsistence allowance and conditions of work and service for ECLAC staff;

Formulates the budget jointly with the Programme Planning and Management Division;

Establishes procedures and practices for the control and maintenance of accounts for regular and extrabudgetary funds;

Controls staffing table and ensures optimum use of resources;

Ensures that the Organization's accounts are properly and accurately maintained, and that timely action is taken with respect to payments and other financial transactions and obligations of the Commission;

Maintains close contacts with the Office of Human Resources Management at Headquarters in order to ensure the application of the Staff Regulations and Rules of the United Nations;

Administers allowances, benefits, entitlements, promotion reviews, performance evaluations, the recording of leave, and undertakes the recruitment and management of local and international personnel under the 100, 200 and 300 series of the Staff Rules;

Maintains personnel records for all staff, experts and consultants of the Commission;

Ensures organization of appropriate training programmes, and develops and implements a career-development system for all categories of staff;

Provides medical facilities and processes medical claims;

Ensures the management of support services, including building and commercial services, electronic, generator, elevator and plumbing systems;

Designs, manages, installs and maintains all automation and telecommunications systems at ECLAC (including cables, telephone, facsimile via commercial lines and AVD link, mail and diplomatic pouch);

Coordinates policies defined by the Executive Secretary in the area of electronic data processing and information systems;

Evaluates new software packages and prepares system manuals for users;

Provides security and safety services (grounds surveillance) for international conferences, general meetings and special events;

Administers arrangements for providing security to United Nations staff and the ECLAC premises and maintains an emergency ad hoc security plan in coordination with United Nations Headquarters.

Notes

1/ The designation "Centre" as used here is not derived from official organizational nomenclature standards (see General Assembly resolution 32/204; see also document A/C.5/33/6).

ORGANIZATIONAL STRUCTURE OF THE SECRETARIAT OF THE ECONOMIC COMMISSION FOR LATIN AMERICA AND THE CARIBBEAN